

INTERVIEWEE: OTTO REYER  
Director of Financial Aid

INTERVIEWER: Samuel C. McCulloch  
Emeritus Professor of History  
UCI Historian

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SM: This is an interview with Otto Reyer, the Director of Financial Aid, on June 29, 1989, in HOB-360. And, Otto, the first question is when were you appointed Director? What positions had you held before this?

OR: I was appointed the Director of Student Financial Aid in November or December of 1978. And prior to that, I held the position of Associate Director of Financial Aid in the Financial Aid Office. That occurred about 1975 or 1974.

SM: So, you came here to UCI in 1975?

OR: No, I came in 1973 and came as an Assistant Dean of Students in the Office of Financial Aid.

SM: Who was the Director?

OR: Juel Lee was the Director of Financial Aid at that time, and I worked for Juel for five years.

SM: And then you got the job?

OR: And then I became the Director.

SM: And what did Juel become?

OR: Juel moved over to the Office of Relations with Schools and was a Special Assistant to the Vice Chancellor.

SM: The Vice Chancellor being at that time, I suppose, Hoy, wasn't it?

OR: Jack Hoy.

SM: Jack Hoy.

OR: No, excuse me. It was John Whitely.

SM: John Whitely.

OR: John Whitely.

SM: Now, you can be just as informal as you like in this, Otto.

I might tell you what I'm doing. Jack Peltason has appointed me UCI Historian and what I have, I'm responsible for conducting around sixty-five interviews. And I can pick whom I want to interview. They've just got to be key people in the history of UCI. And this interview will be typed up at Cal State Fullerton where they have a very fine Oral History Program and they're doing a great job. And they send the manuscript back to me. I send it to you for any corrections.

And there are a couple of forms: a donor form, which says that you have part ownership of this tape until we donate it to the UCI Archives. The other one is a form which says you wish to have this confidential for two years, five years, no years. Spence [Olin, Jr.], for instance, was no years. I think Bill Parker was five years. When I did twenty-seven interviews of all the beginning people in 1965 or before, Ralph Gerard--I don't think you knew him--he was the first Graduate Dean. He was so unhappy and things had gone wrong and he had retired, that he had a three-hour, brilliant tape, but I had to hold it back for fifteen years. (laughter) A

lot of things about a lot of people. And it was very interesting. So, that's what I'm doing.

So, you can be informal. You can add any questions or ask me questions or anything you like. But I want to know what the main problems facing you were when you went in as the replacement for Juel Lee.

OR: When I took over as the Director, the main problems that we were facing were ones of the office operation itself. Financial Aid was in a transition situation where we were having more and more regulations put on us, more and more paperwork to collect, and we were in a situation where it was taking us more time to find a particular student file than we could afford. We had students waiting in line for hours to find out what the status of their student financial aid was. And my particular area of expertise was operational management and data processing. And what I was brought in in 1973 by Juel to do was to first discover where approximately a half a million dollars was. We were overdrafted. We knew the money was there someplace, but we could not find it. And my job was to . . .

SM: Find a half a million dollars!

OR: Locate the half a million dollars and get it in the proper accounts. And it wasn't a matter of any fraud or abuse or anything like that, it was a matter of getting organized. The situation had gotten a little out of hand, in terms of the

dollars. So, I can recall for the first almost four to five months working here, Juel and I working together in the evenings until anywhere between ten o'clock in the evening to three o'clock in the morning. The two of us would be sitting down and reconciling accounts, trying to make some transfer of funds, working through files to locate what was going on, until we finally got it balanced.

SM: How could such a thing happen?

OR: Well, the situation was one where Juel was concentrating on servicing students and trying to get the student population served so they knew what their financial aid was. He was counseling them. He was spending his time trying to get the counselors to talk to people, to try and settle down students. The fiscal aspect of things dropped by the wayside, in that there was nobody in there who was concentrating on that aspect of things. And because the situation had gotten fairly bad, they finally approved the position that Juel had requested several times, and finally opened it up for recruitment.

I'll tell you, going in at that time, there were several times during the hiring process that I was considering dropping out totally. The personnel process at the university at that time, because this particular position had some bad things going on with it, I interviewed with about thirty different people, Sam, in the interviewing process.

SM: Gee. What do you mean "bad things," Otto?

OR: That the funds were overdrafted, they couldn't find the money, and the interviewing situation . . .

SM: Excuse me, just let me check this.

(tape is turned off)

OR: The interviewing situation was one where I interviewed with approximately thirty people, and it took over a thirty-day period, about six or seven trips back to the university. And I said, you know, if this is the way they do their hiring . . .

SM: What do you mean trips to the university?

OR: Different interviews, different days I had to come back, six or seven times.

SM: To UCI?

OR: To UCI. And I interviewed with everybody from Jack Hoy, who was then the Vice Chancellor, L. E. Cox, who was the Vice Chancellor, Arnold Kaufman, a woman who headed up the computer operation--I can't remember her name right now. Doris Frost! Doris Frost, Bob Lawrence.

SM: Yes, Dean of Students.

OR: Dean of Students at that time. No, at that time, he was Assistant Vice Chancellor of Student Services.

SM: And so John Whitely then . . .

OR: John Whitely was the Dean of Students. I interviewed with John, with Karen Bocard. And several of these were on different occasions, having to come back and forth. And the

reason for that was you had to go back to the scenario that Business and Finance, [currently Administrative and Business Services,] wanted to interview whoever this person was because of all the accounting aspects of it and the data processing.

SM: How many other candidates in the search? Do you happen to know? They went through all this with these people?

OR: I think the situation was they had gone through one search already and reposted the job, didn't have many applicants. I think I was the only one that went through this scenario, you know. So, that was not a fun period. Okay? And one of the things that I've tried to do over the years is, at least in our office, streamline that whole hiring process. And I think we've been able to accomplish that over the years.

SM: Yes. I question that there are certain affirmative action procedures you have to follow, but I must say that (inaudible) people . . .

OR: They don't . . . The affirmative action process doesn't put anything in our way. That doesn't affect it at all.

SM: Well, now, let's proceed to where I was made . . . appointed by Jim McGaugh as Coordinator of the Education Abroad Program. I think it was 1975 and I served until 1985. And the happiest relations I had, I would say, in that office was with your office--not so much with you. I mean, you're a personal friend and we (inaudible) talk about things, but I'm talking about Mickey and people like that. And the thing that

impressed me was the way they could get the money to our students. And no other campus could do this. No other campus could do it the way you people did.

And, of course, we're very grateful. The students are very grateful. I was, as you know, I had the position in Australia of the . . . Oh, I can't think of the thing for a second. In charge of the EAP and I always found that your office did the best. And, oh, Davis gave them absolute fits. I had about four students from Davis in the first year in Australia. I was Director of the Australian Center of the University of California Program.

OR: Right.

SM: And they had a terrible time. Now, what did you do to achieve this . . . what I call a miracle?

OR: Well, it really isn't a miracle. It's a matter of saying that if a student is going to go out of the normal process, to figure out ways to accommodate that. And what we did, okay, was make a conscious decision that, even though the student is going to a foreign country, they are still a student of the University of California, Irvine.

SM: That's right. That's right.

OR: And should receive the same treatment, even if they're in Australia or Hong Kong or England or Spain, or wherever it might be.

SM: Yes.

OR: So, what we did was--operationally again--figured out a way for the student to be interviewed early, so that they could go through the process early. Then when they were due to receive their checks, to have somebody personally go and get those checks, make sure they went into envelopes, and we would personally mail them, rather than put them through the process that might slow them down, so that they could get to the different study centers on time.

SM: Well, that's very interesting, Otto. Tell me, though, what you also achieved--and I watched going by your office and into your office from time to time--you still maintained this personal contact with the student when dealing with a student. And, yet, it seems that you've got all the money side and everything else very smoothly running. Do you have a very good person in charge of your computer, or what?

OR: Yes. We have developed a very, very sophisticated computer system, and that system basically was designed by a gentleman who has been with me for twelve or thirteen years now named Hiroshi Ueha.

SM: How do you spell that, please?

OR: H-I-R-O-S-H-I. Last name is spelled U-E-H-A.

SM: That's Japanese.

OR: Yes. Hiroshi is from Japan. He was born in Osaka, came to this country to go into the priesthood and decided . . .

SM: Protestant or Catholic?



OR: Catholic. The Catholic priesthood. And decided to not go through with his vows, and got married and has four children, and is a Systems whiz kid.

SM: Where's his office?

OR: Two offices down from mine.

SM: Funny thing, I haven't really noticed it.

OR: Yes. Well, that's because he's always running in and out of his office checking things. (laughter) It's part of the reason he's able to stay so skinny. But we developed this system . . . Well, let me give you a little background about Hiroshi. About twelve or thirteen years ago, the University of California decided to decentralize computing, and they had about fifty to one hundred people in each one of their central facilities, one located at UCLA, one located at UC Berkeley. Well, when they decided to decentralize, they offered these employees the opportunity to visit campuses and, if they could put a marriage together, they could transfer to the different campuses, if the campus was interested in them and they were interested in the campus.

And Hiroshi visited UC Irvine and his area of expertise was in the registration system for the University of California. When he came down, he worked with John Brown and Rich Everman for awhile. And John asked me if I wanted to talk to Hiroshi, in that I was in the process of designing a new financial aid system, and I said yes, I'd be interested

in talking to him. And we went out to the Commons here on campus and sat for about two hours just chatting. And after two hours of discussion with Hiroshi, I had realized this guy was absolutely brilliant, in terms of systems. So, I said, "Are you interested?" And he said he was.

SM: And you've had him ever since then.

OR: Ever since. He's been with us, yes.

SM: That's terrific. What a story!

OR: Yes.

SM: Wow, that makes you feel good.

OR: Oh, yes.

SM: Now, how do you feel . . . And this is not here, but how do you feel? You must go to your statewide (inaudible) financial aid, and I would judge that they would probably want to get a few tips from you.

OR: We make presentations all over the United States.

SM: That's terrific.

OR: And I've testified before Congress, legislative committees, state committees. I sit on several boards and travel around, consulting around the United States on data processing systems.

SM: That's great, great.

OR: Yes.

SM: Yes, that's why Vasco is keen about you.

OR: To tell you the truth, John doesn't know much about what I do in the office and what we do in the office.

SM: I have a mind to send him this interview, if it suits you and if you're happy with it, because I'm a great, as you know, admirer of John Vasconcellos.

OR: Yes.

SM: And I like what he's doing and he likes what we're doing.

OR: Oh, yes.

SM: I mean, with all his criticisms of the University of California, he really loves the place, and he wants to see it doing certain things better. And I'm with him there, too.

OR: Well, he's a personal friend more than a business associate.

SM: He's a great, great fellow.

OR: Yes.

SM: Now, therefore, question four and three (inaudible) what were your main achievements and did you radically change the organization of your office. The answer to the second one is yes, and you've done it with this data base and this brilliant Japanese assistant. But what else did you do?

OR: Part of it is change of philosophy, okay? The philosophy being that all of the things we do in the office, in terms of dispensing dollars, have the one goal of students getting an education. And that's the only reason we're there. It is not to process forms for the federal government. It is not to meet the regulations of the state. Our job is to help

students get an education. That is our focus. It is not financial aid, okay? It is to get students an education. And if the students are bogged down in the process of student financial aid, they're not getting their education. So, our job is to minimize the paperwork, to minimize the process as much as possible, still serving the student so that they can get their education.

SM: Well, that's a great thing to say. Isn't that very difficult with the red tape the government often puts up?

OR: Yes, they sometimes put up barriers, and then we try to figure out ways that students never see those barriers.

SM: Great.

OR: Using as many tools as we can find to do that.

SM: Well, that's fascinating, Otto. Tell me, question five, please tell me how the federal government has supported you over the years. Or, to put it another way, how have you . . . your funds, I understand, have shrunk.

OR: Well, basically, in the seventeen years that I have been here at UCI the funds have never shrunk. We've always had enough dollars for our students. What we have seen, especially over the past eight years, is a shift in the types of money students are receiving. And the shift has been from less grants to more loans. And this is a concern nationally, in that we are indebting our students tremendously for their higher education.

SM: Say that word again. Indebting?

OR: Indebting. Putting them in debt.

SM: Okay.

OR: Putting students in debt to pay for their education. And we are coming to the point in the near future where students will not be able to afford to buy homes and even new automobiles because of the massive educational debt that they are incurring. Now, we are lucky in that we are a public institution and that our costs are fairly low. At private institutions, I don't know what the poor students are doing, because I know they're getting into tremendous debt.

SM: Yes. How well has the state supported you, Otto?

OR: The state has been fairly decent. About four years ago, five years ago, we had a massive change that has cut back on our funds. And what occurred was we did not receive full funding for the Cal Grant Program, and that has cut us back. Currently, as a matter of fact, the budget being worked on right now by the conference committee is going to change that, in that the university will receive full funds for fees from the Cal Grant Program. If that goes through, I will just be elated because we have been cut back tremendously in the Cal Grant Programs from the state.

SM: Well, when will this happen?

OR: We'll know as soon as the budget is signed, hopefully, by the first, which will be Saturday.

SM: Yes, right. So, that could be good news.

OR: Yes, that could be tremendously good news.

SM: You can be proud that we have the best administration of financial aid in the UC system, and I know that from going around and talking to people. But the question is, how did you do it? And you really told me. You've done two marvelous things: you've got this brilliant guy and then you had a set of people working for you--you have a staff--who really . . . You've changed the philosophy. And in that philosophy, you don't want the student to be so messed up with a lot of details and data and so on. You try to make it as simple as possible, and that's a philosophy that ought to be followed by many parts of the university, I'd say. But, you know, I'm very proud of being at UCI for many reasons. And one of them is the way you run things, I think.

OR: Thank you.

SM: I'm very happy with our library. I go into the library, as you know, a lot. I'm trying to get them to give the archivist more space and things like that. And I had a battle over the books. Those little-used books being sent up to these depositories was a silly idea, and so on. And I think Jack Peltason is really good. God, the way he's been able to work with the community to get all that money. My god!

OR: It's wonderful, isn't it?

SM: Do you know there are \$350 to \$400 million dollars under construction, if you count two years back and if you count three years forward.

OR: Yes, isn't that tremendous?

SM: \$350 million dollars. When I was Chair of the Academic Senate, Jerry Brown says no more buildings at Irvine. Anybody who . . . if they fill up, they can go to Riverside where there isn't much and there's a lot of empty spaces. Oh, how wrong could he be. Do you know of any important event . . . I ask this of every person. Jack says in a way, he says you've got to find out something that isn't in the record. Well, you know, don't you think you might help the UCI historian? So, I'm asking you. You might not have anything.

OR: I guess that one of the main things that I feel that this institution had some major changes happen to it was when--and this is in the record but it's vivid in mind--was the naming of Jim McGaugh as the Executive Vice Chancellor. If one goes back in history, there were major changes when Jim started as the Executive Vice Chancellor on the growth pattern of this institution, also on the academic recognition of this institution. We were recognized.

SM: Also on moving the admissions process to the academic . . .

OR: Academic Affairs, yes.

SM: And that was Jim, you know.

OR: Yes, I know.

SM: And I'm sure that Hoy must have battled that.

OR: Oh, yes.

SM: I have not been able to get Whitely yet for an interview and I somehow don't think I am going to. That's off the record.

OR: Yes.

SM: Off the record.

OR: But I believe Jim McGaugh was one of the main keys to this institution moving to where we are today.

SM: Oh, yes. I'm a great fan of Jim McGaugh, as you well know.

OR: Yes.

SM: Of course, I'm so proud of him now. You realize being made . . . appointed to the National Academy of Science .... That's our own man. He's been here all the time, from 1964, and he's done it all, sharing all, done it all.

OR: That's right.

SM: And, so, it makes me feel very good. Now, a fellow like Miledi, you know, he has come to us recently and he's just been made a member. But if you think about it, as I understand it, no person foreign-born, I think they can only have one a year appointed. There's some rule about that. You check it out.

OR: Yes, yes.

SM: And he must be pretty good to be the one.

OR: Oh, Ricardo is wonderful. He is wonderful.



SM: Now, is there any questions you want to ask me, Otto? Well, I'll ask you my last question: How do you see UCI's future, as you move into the year 2000, 2005. You will be there, if you haven't been promoted to something higher, you will be doing this very crucial and important job, and you'll be handling 27,000 students.

OR: I believe the year 2005 will be absolutely exciting on this campus. Going from where we are today of 15,800 to 26,000, 27,000 students, is going to be a wonderful growth for this campus. I see this campus in 2005, if one considers what's happened in the past twenty-five years, what's going to happen in the next fifteen, sixteen years, the explosion is going to be geometric. If we are recognized now nationally and internationally, I suspect in 2005 that we will be recognized as one of the top five to ten institutions in the world. I can see that happening very easily. We're lucky we have a great environment that we we're at. We have plenty of land to grow on. We have a good staff. And, of course, the key is we have a great faculty. And that faculty just keeps getting better and better.

SM: Well, that's what I've got to watch. You'd be interested in this, Otto, and you're number twenty-seven, and I'm going to do fifty-five or so. They've said, everyone of them, you know, we're really going to do well in this growth that's coming to us, up to the year 2005. And they do worry about

keeping the quality of the faculty and this is very much on their minds, of the people that I've talked to. And, of course, you realize that they're talking now about three new campuses for the University of California by the year 2000.

OR: Yes.

SM: And Dean McHenry, who's the first Chancellor of Santa Cruz and was my friend . . . He taught me and he was on my doctoral committee at UCLA, and he went out to Kerr's office as Dean of Campus Planning, and I knew him there and then at Santa Cruz. And he wrote . . . he gave some pretty good guesses as to where he thinks these three campuses should be located.

OR: In the L.A. Times?

SM: (inaudible) in the L.A. Times Sunday.

OR: Yes, I read that.

SM: And, of course, a lot of people read that. But it's a really . . . The problem we face, Otto, is the one of keeping quality up. Because you could look at a pattern, like if you want to be like UCLA. They expanded, and they expanded very much in the fifties and the sixties. And what they got was good people, published and all that, but they weren't some of the very exciting people, you know, the McGaugh's and people like that.

OR: Yes.

SM: But San Diego somehow was able to get some pretty exciting people. You can't do that very often, and you can't spread

yourself thin. That's where old Jim March and his clusters made some sense. These people are all interested in the same area of research, be you a geographer, an anthropologist, a sociologist. And we still can't spread ourselves too thin.

Well, when I write this history I'll put all this in it. Now, what else? Have you got anything to ask me? Because you've got a terrific operation. Let's hear more about it, Otto. How'd you pick up that delightful secretary, for instance. She's an absolute gem.

OR: ~~Harriet?~~ <sup>TERRY</sup> She was my next-door neighbor.

SM: You're kidding!

OR: No. She was my next-door neighbor and she was working for Allstate Insurance. And she had said to me one evening she was thinking of looking for a job, and I said, "Well, why don't you look at the university." And she came down and applied for a job in our office and she was the top candidate, there was no doubt about.

SM: Yes, you'd win anyway.

OR: Yes. And we hired her and she's been with me fourteen years now, I think. Thirteen, thirteen years.

SM: (inaudible) Thirteen years. See, I've known her . . . Well, what else now have you begun that's rather special and different and interesting?

OR: Well, I guess the one thing is that I've immersed myself in the University of California, Irvine. I live on the campus

with my family. My wife is involved in the university. She has been the vice president of Faculty Associates and involved in the membership drives of that.

SM: Great, yes. Of course, you were head of the staff?

OR: I was president of the Staff Association.

SM: You were president of the Staff Association in 1978 to 1980? Was that when it was?

OR: Yes, right.

SM: That's all very good, and I wish somehow I had . . . Well, I wish I were a little younger. I'm sure I would have built on the campus. That's a real plus. And by the way, that is a big plus for our recruitment.

OR: Yes.

SM: We could not have gotten those three distinguished professors of sciences three years ago, or four years ago, if we hadn't had that housing.

OR: Right.

SM: I mean, that's helped us. But you know, Otto, we just plead for this all from the very beginning. And they all said, "Well, the University of California . . . [we are a state institution] we can't build a road, we can't built a drain. That's all got to be done by the contractor." And they just can't do all that and still charge the poor instructor, assistant professors.

OR: Right.

SM: You'd have to pay too much rent.

OR: It's finally worked and it's now become a model for other institutions.

SM: Yes. Well, Stanford is much like this.

OR: Yes.

SM: Stanford is much like this. And the one thing we've got ahead--and there I must credit Jack and also, well, I guess his assistants--working with the Irvine Company to now permit them to build some kind of high tech offices . . .

OR: Research park.

SM: Office and research, you see. Now, that the Irvine Company refused, you know. That was in the clause. You couldn't use the . . . What do you call those areas?

OR: Inclusion areas.

SM: Inclusion areas. You couldn't put someone up that was going to make money and that sort of thing.

OR: Yes.

SM: Well, now they've changed. And now we (inaudible) in special . . .

OR: Donald Bren Fellowships.

SM: Fellowships and professorships and high tech. So, I mean, it's just exciting. I mean, everything is going . . . I take people over around the campus. They can't believe all the buildings, you know. They're going up everywhere.

OR: Right.

SM: What's the system on the food? What is the decision? They're building some sort of food place over here and there's one by the Medical School, as well as for Bio Sci school.

OR: We have three facilities under construction right now.

SM: Yes, that's right. When are they going to . . .

OR: One is at Bio Sci, one is at Social Sciences, and one is over at the medical facilities.

SM: Yes, that's right.

OR: And the reason for this is the campus is spread out. And, basically, when the campus was originally designed, there was only one food ~~facility~~ . . . well, only two food service areas, really. One was the Commons next to the library. The other was the food service in Mesa Court.

SM: Right.

OR: And essentially, everybody was to go to either the Commons to get something to eat or, if they were living on the campus, at Mesa Court, which meant the Commons was supposed to supply food for all faculty, all staff, and all students who were commuting. And Mesa Court was to supply food for all students who were living in the residence halls. There's no way that can be done. As we spread out, we have realized that, even with the satellite, little trucks, we need permanent facilities for food service. And that's what these three new facilities will do: be permanent food service facilities. These are the first of three. We originally wanted four. We

couldn't put the financing together. But, eventually, there will be a food service over by the Engineering-Physical Science area. And these will be full food service facilities, so that students, faculty and staff can eat on the campus.

SM: Well, Otto, that one at Social Sciences is awfully close to Engineering, if you look at it.

OR: Yes, it is. It is.

SM: I watch it [being] built. And I'm wondering how and will you, what, sit down? Will there be tables, too?

OR: Oh, there will be tables to sit down and sit and eat and enjoy and relax.

SM: Oh, yes. Well, how will that affect the Commons then? Will it affect their business?

OR: The Commons will be closing.

SM: Oh. What's going to be there?

OR: The library. That will be an extension of the library. The library has needed study space for a long time and that will become study space over at the library.

SM: Yes. I'll tell you something interesting, Otto. When we first started, in fact, when I was interviewed to be the Dean of Humanities--this is October 1963--they said that they were going to have a Commons and they were going to have . . . I said, "How high is it?" "Oh," he said, "it's three stories high." I said, "How can you possibly . . . ?" I can remember UCLA not being permitted to do that. They have to have, you

know, at least a partial level in between. He said, "Oh, yes. We have been permitted to do that." But if our student body . . . I think they said reaches a certain figure, they'll have to put a new level in. And they had chairs and tables and things up there. I remember this at UCLA when I was a student. So, of course, what happened was they have never filled it up. And now, a library. My god! This is really wasted space. You look up there, three stories. (laughter)

OR: Yes, I won't go into my feelings on some architects and what they do.

SM: Oh, well, well, well.

OR: We could spend a week on that.

SM: Well, anything else now? These new eating facilities, when are they going to be finished? They're going awfully slowly.

OR: They should be open by the fall.

SM: Good, good.

OR: That's what we're hoping.

SM: Well, maybe I'll go over and try them out.

OR: Oh, you will. We'll all try them out. They'll be delightful, you know.

SM: Yes.

OR: As a matter of fact, one of them, the one at Bio Sci, is going to be run by Joe Rubino who is a local person who owns "Rubino's Pizza," which is going to be wonderful.

SM: Oh, that's right. That's right.



OR: Yes. You know, you really need to talk to Horace Mitchell, okay.

SM: Oh, I have talked to Horace Mitchell. He's told me . . .

OR: You've interviewed Horace?

SM: Yes, I've talked . . . In fact, he was the second one I've done. He was the second or third one I did. Schwartz was the second.

OR: I mean, Horace has made a . . .

SM: And Horace did a great job and all, but he didn't mention this. I said, well, what's happening . . . Or maybe, I wasn't that skilled as a questioner, although I did twenty-seven people, you know, who were here in 1965.

OR: Yes.

SM: And Clark Kerr was one of the most wonderful interviews I've ever had, over at his house in 1967, because he was tired as President and he gave me at last a two-hour interview. It was just a classic. He held it back for ten years but, of course, that's now expired. I've been in conference with him, in talking with him, he's writing his memoirs.

OR: Is he?

SM: Which is very interesting.

OR: Oh, they ought to be fascinating.

SM: I waiting on what he says about being fired. I don't know what he'll say.

OR: Yes.

SM: So, anything else, Otto? This has been a great interview. Have you got anything that reflects on or illuminates what you're doing? And I get the picture, but I'm fascinated. If we all had, you know, all our segments of the university working this way--your way--we would do better. I say to my students, when I look at them, I say, "You know, Irvine doesn't have the best of reputations for friendliness." I say, "But now, in this course, I want you really to know the [all] people in this class. Now," I say, "will you talk to the person on your left and introduce yourself and say one good thing that happened to you this morning." Because by nine o'clock . . . it's nine o'clock, you see, when I have my classes . . . you should have had something good happen. So, all of a sudden, hubba-hubba! Everybody's talking, you know. There's a big racket. So, I let it go on for about two or three minutes. Then I get to know all their names, secondly.

Thirdly, I always have my students over to the house [once a term]. Now, that's where I think our professors really miss it, you know. The students, you know, they don't all come because they're working. Some working, some classes. But you get, say, three-quarters of them, and they really appreciate it. I play them a Gilbert and Sullivan opera or something, you know, half an hour, forty minutes. And then they can eat what they want, you know. Sally makes them some cookies and all sorts of things. But, you know, that's the

big thing that I feel you face when you get the big, big numbers, is impersonality.

OR: Yes. Well, see . . .

SM: And classes too big. You see, my classes are never more than about forty, you know.

OR: Yes. Well, one of the things that we've tried to do in Student Affairs, and this is a philosophy that really permeates the whole division, and that's that as we grow bigger, we never want to lose those personal touches.

SM: That's right. That's what I'm saying. And it's awful hard, it's very hard.

OR: Yes.

SM: Tell me something--and I guess you can restrict this if you like--you have worked under three Vice Chancellors of Student Affairs: Hoy, Whitely, and . . .

OR: Mitchell.

SM: Mitchell. Horace. Tell me, which of the three do you consider the best.

OR: There's no question. Horace Mitchell is the finest Vice Chancellor I've ever worked for.

SM: Oh, yes.

OR: Absolutely, bar none.

SM: Yes. I thought you'd say that. Because, you know, in the interview I hadn't realized all the things he does. And now he's taken over the athletics and he's taken over Phys. Ed.

OR: Yes.

SM: And I'm not at all sure . . . I was chair of the search committee that picked, selected our new athletic director, but he had to be, you know, an academic. John Caine, you know, has a doctorate and all that. But now, I'm amazed that they've taken it over.

OR: Yes. Horace will make athletics of the quality that he has done with everything else.

SM: Well, I'm happy. I'm very happy to hear you say that. Well, I think that's it. Anything else you have for the good of the order?

OR: No.

SM: Okay, thank's a lot, Otto.

END OF INTERVIEW